Manager AND Leader

Balancing Leadership and Management for
Outstanding Project Success

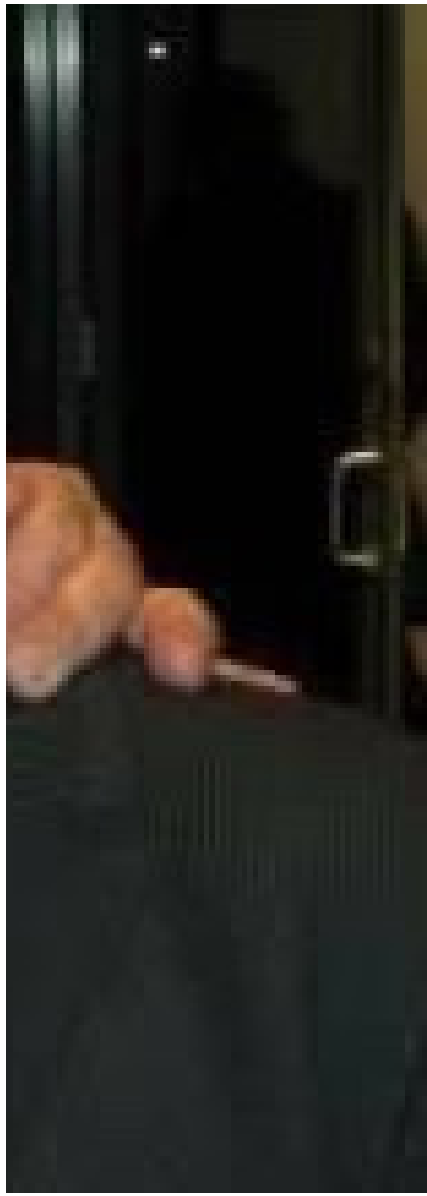
Mick Spiers – CEO The Leadership Project and
Bestselling Author “You’re a leader, now what?”

LEARN TOGETHER LEAD TOGETHER

THE LEADERSHIP PROJECT

Success?

- Where did this guy go wrong?



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Disclaimer

> *All generalisations are wrong. Some are useful*

George Box (Edited)

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Leader vs Manager

- Manager:
  - Tells people what to do and how to do it
  - Focuses on performance of direct reports
  - Monitoring Projects; To Do; and Task Lists
  - Personally connected to projects
  - Project CAN be more important than the people

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Leader vs Manager

- Leader
  - inspires people into action because they want to do it
  - See a bigger picture and vision
  - Focuses on WHY more than WHAT
  - Is a coach
  - Helping people to become the best version of themselves
  - Takes care of those in their charge
  - Provides a psychologically safe environment

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Leadership without Management

- Clear vision and purpose
- BUT
- Nightmare:
  - 1000 ideas per day
  - NOTHING would get done
  - No control of cost; schedule; resources; quality

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Management without leadership

- Why are we doing this?
- Are we even building the right thing?
- Performance at the expense of people
- Disengaged team

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Glasser's Choice Theory

- Who is holding the steering wheel of your life?

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WHAT???

- People are NOT doing what I asked them to do
- They don't take my advice

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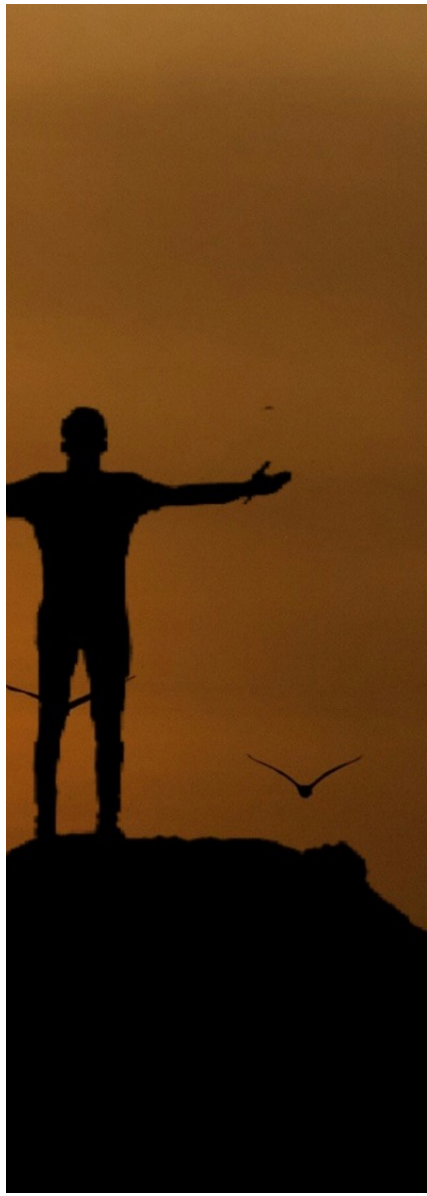
Glasser's Choice Theory

- 5 Needs
  - Survival
  - Love & Belonging
  - Power
  - Fun
  - Freedom



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Glasser's Choice Theory

- Freedom of choice
- Freedom from oppression

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Glasser's Choice Theory

- People have control over the own lives
- Empower individuals to make choices; improve their lives and assume responsibility

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Mistakes leaders make

- Being the answer to every question
- “Doing” too much
- Wanting to be the smartest in the room
- Being closed minded to new approaches
- Correcting mistakes
- Expressing your opinion too early

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Extreme Question Experiment

- Liz Wiseman
- Multipliers

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Attributes people look for in a leader

- Feel valued and they matter
- Trust
- Authenticity
- Vision, Purpose & Impact
- Values & Beliefs
- Empowerment & Enablement
- Accountability & Responsibility
- A no-blame culture
- Inspired into meaningful action

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Leader AND Manager

- Build the plan together
- Provide purpose & meaning (WHY)
- Give everyone a voice
- Value all opinions
- Empower and enable
- Make them feel like they matter
- Give them the environment to flourish

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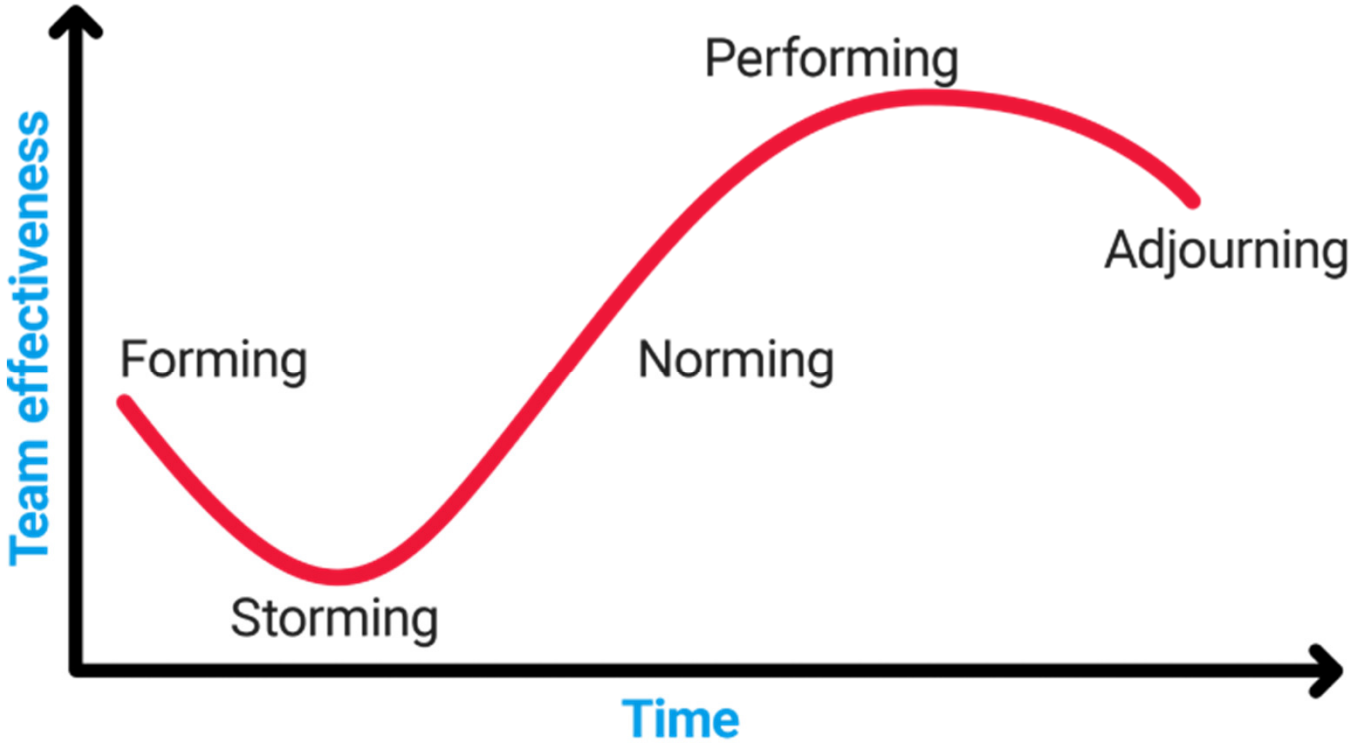
Tuckman Stages of Team Development



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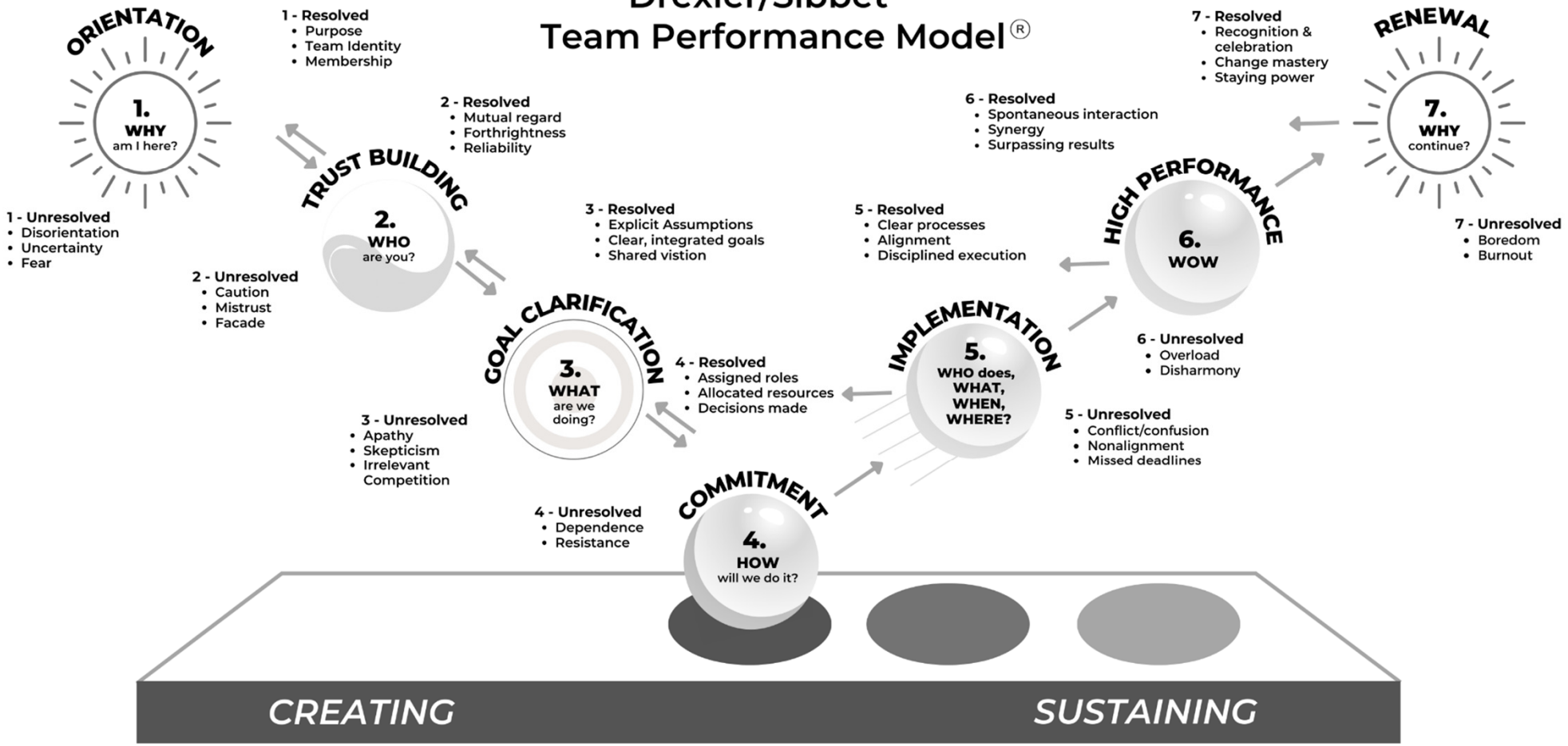
Drexler/Sibbet Team Performance Model®



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Our Manager / Leader

- Returns to Auckland
- New Approach; Heightened success
- Multiplies impact

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Give people what they need

- To feel good about what they do
- To feel good about themselves
- People want to believe that they matter
- Mattering starts with purpose

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WHY

> *People don't buy WHAT you do, they buy **WHY** you do it.*

- Simon Sinek

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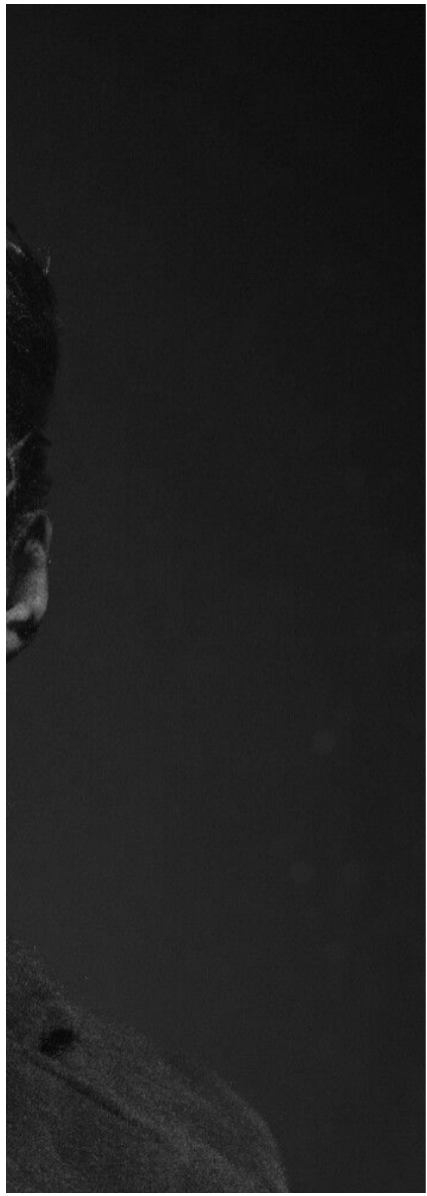
WHY

*“He who has a **WHY** to live can bear any how.”*

- Friedrich Nietzsche